

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: West London Zone	
If your organisation is part of a larger organisation, what is its name? No	
In which London Borough is your organisation based? Kensington & Chelsea	
Contact person: Mrs Caroline Sence	Position: Development Manager
Website: http://www.westlondonzone.org	
Legal status of organisation: Charitable company	Charity, Charitable Incorporated Company or company number: 1160947
When was your organisation established? 04/10/2014	

Grant Request

Under which of City Bridge Trust's programmes are you applying? Stepping Stones
Which of the programme outcome(s) does your application aim to achieve?
Please describe the purpose of your funding request in one sentence. WLZ is seeking Risk Finance for WLZ's collective impact loan fund of £150,000, catalyzing other investment as first loss capital.
When will the funding be required?
How much funding are you requesting? Year 1: £0 Year 2: £0 Year 3: £0 Total: £150,000

Aims of your organisation:

West London Zone (WLZ) has been developed by criminal justice charity Only Connect and inspired by the Harlem Children's Zone. WLZ aims to support disadvantaged children and young people living along the Harrow Road in Hammersmith and Fulham, Kensington and Chelsea, Westminster (together the Tri-borough) and Brent, from cradle to career, with whatever it takes to enable them to arrive safe, happy and healthy in adulthood. WLZ will coordinate the interventions of West London's social sector providers underpinned by the evidence-based collective impact strategy. Providers contribute to the shared aim by delivering their interventions to children who need their support (e.g. healthier weights, better literacy), when they need it. WLZ is developing a 'collective' impact bond (CIB) to fund joined-up social sector provision from Autumn 2016, securing sufficient capital to commission the delivery of the model to scale, reaching one in five children and young people living in the Zone.

Main activities of your organisation:

WLZ's key activity is to facilitate effective collaboration to improve whole-child outcomes through: direct support of children, young people, and their parents; joined-up social sector provision to address whole-child needs; managing shared measurement of shared outcomes; and ultimately securing and managing shared finance. There are three parts to WLZ's collaborative approach. WLZ will:

1. Identify a cohort of children/ young people (CYP) enrolled in participating schools/centres, based on educational performance, neighbourhood of residence, and professional judgement. WLZ's Link Workers will work with professionals and families to enroll CYPs to WLZ.
2. Use professional advice and data analytics to determine activities to improve outcomes for each participant, and actively integrate this support through WLZ Link Workers, for CYPs.
3. Monitor, analyse and feedback progress to frontline workers, families and schools, and reinforce participation with CYP.

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
3	7	3	0

Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?

Summary of grant request

WLZ is seeking a contribution of £150,000 from Stepping Stones' 'Risk Finance' strand to catalyse further investment in our Collect Impact Bond.

WLZ aims to improve outcomes for disadvantaged children and young people from birth to 25 years old, living along the Harrow Road West London. We co-ordinate the local social sector around the shared goal of improving the learning, wellbeing and character outcomes of these children, so that they arrive safe, happy and healthy in adulthood. WLZ will work through early years centres, schools and job centres, using statutory data and professional input to identify a cohort; will work directly with families and young people and coordinate social sector provision around strengths and needs; and monitor delivery, and impact on indicators of outcomes to ensure children and young people receive the support they need when they need it and are progressing.

Our analysis suggests 13,000, or one in five children and young people in the Zone are at risk of negative life outcomes. The local authorities, social sector and community are supportive of WLZ's approach to secure social investment for children services.

WLZ is piloting its operational model, having identified its first cohort of 120 participants in White City, Hammersmith. This cohort will receive joined-up social sector provision, coordinated by a designated Link Worker, underpinned by data monitoring and analysis, through school year 2015/16. WLZ is developing a 'Collective Impact Bond' (CIB), with funding Commissioning Better Outcomes Fund, to fund the delivery and scale up of the WLZ model from Autumn 2016. WLZ has received support from Children's Services in the Tri-Borough, and we expect they will be 'lead' commissioners. Children's Services and our schools/ centres have also expressed commitment. The balance of other outcome buyers will be determined from December.

We are currently in the process of building financial projections for a 10-year 'Collective Impact Bond' investment. The projections for this are predicated on commissioners paying 60% for service and 40% upon achievement of outcomes, with a maximum contribution of £3400 per child if all outcomes are met. This funds an average cost per child across the three year period of £2,500. The total cost during the first three years is £3.8m, rising to £35m over the ten year period. Revenue during the first three years from the sources earlier described would be £3.4m (including CBOF), rising to £36.4m over the ten years. Any surplus generated would be partly returned to investors and partly reinvested in the charity's activities. These figures are currently tentative -- we expect to complete financial modelling over the winter.

WLZ has a skilled management team, research, policy and development staff, Link Workers on the ground, and consultants from BWB Impact for the CIB. WLZ has a network of over 50 engaged local social sector organisations. Finally, WLZ is underpinned by a shared measurement system to evaluate impact on children, effectiveness of collaborative working and improved investment readiness of our partnership.

Key areas of risk to our delivery and financial models include their innovative nature, and ensuring continued support from stakeholders, especially commissioners, families and the social sector. Mitigation of these risks include proactive stakeholder engagement strategies led by senior staff, external evaluation and internal processes to evaluate our organisational effectiveness. WLZ has secured the evaluation services of Dartington Social Research Unit.

Our CIB investment is high-risk due the innovative nature of the WLZ model, and the Stepping Stones contribution would be used to encourage investment into the fund by acting as seed investment, as first loss capital, and as a tranche of zero-cost capital to reduce the overall cost of the loan.

If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Do you have a Vulnerable Adults policy? **No**

What Quality Marks does your organisation currently hold?

Outputs and outcomes

What are the main activities or outputs you want to deliver? Please include no more than 5. By activities or outputs we mean the services, products or facilities you plan to deliver. If you plan to deliver work over more than one year you should include activities over the full grant period requested. Try to be specific.

WLZ will identify a cohort of children and young people at-risk of poor life outcomes, informed by statutory datasets, schools and centres, neighbourhood of residence, and professional judgement.

WLZ will facilitate joined-up social sector provision, through designated Link Workers, to address whole-child needs based on strengths and needs of each participant.

WLZ will manage a shared data management system, managing the collection and analysis of data to feedback to stakeholders including schools/centres, commissioners, social sector organisations and families.

WLZ will secure and manage shared social investment finance for its partnership of social sector organisations.

What main differences or outcomes do you hope the activities you have described above will achieve? Please include no more than 5. By differences or outcomes we mean the changes, benefits, learning or other effects that result from the work your project would deliver. These might be for individuals, families, communities or the environment.

Participants in WLZ will have improved whole-child outcomes so that they are more

likely to arrive safe, happy and healthy in adulthood. Outcomes are in three areas: wellbeing (improved development, physical and mental health); learning (improved attendance, communication, and educational progress); and character (improved soft skills, relationships, and behaviour).

West London social sector organisations, delivering joined-up support through the WLZ partnership, will work more

collaboratively to achieve positive whole-child outcomes.

West London social sector organisations will be more investment ready through engaging in shared

measurement of shared outcomes, and will be more able to participate in the West London Zone Collective Impact

Bond.

As a result of WLZ, there will be system level change in reducing number of children and young people requiring reactive and/or remedial interventions.

Do you plan to continue the activity beyond the period for which you are requesting funding? If so, how do you intend to sustain it? If not, what is your exit strategy?

The Risk Finance will be used to catalyse investment into a fund, seeding the fund and performing a first-loss function. The work will be continued on an ongoing basis using money from the fund and the revenue model.

Who will benefit?

About your beneficiaries

How many people will benefit directly from the grant per year?

0

In which Greater London borough(s) or areas of London will your beneficiaries live?

What age group(s) will benefit?

What gender will beneficiaries be?

What will the ethnic grouping(s) of the beneficiaries be?

If Other ethnic group, please give details:

What proportion of the beneficiaries will be disabled people?

Funding required for the project

What is the total cost of the proposed activity/project?

Expenditure heading	Year 1	Year 2	Year 3	Total
Link Worker staff costs	0	96,336	96,336	192,673
Link Worker Expenses	0	2,231	2,231	4,462
Trusted Adult Expenses	0	2,952	2,952	5,904
LW Mobiles/ SW Licenses	0	450	450	900
Programmes	0	101,969	101,969	203,939
Management	0	177,000	177,000	354,000
Other operating costs	0	39,300	39,300	78,600
	0	0	0	0
	0	0	0	0

TOTAL:	0	420,239	420,239	840,477
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Sequoia Trust	125,000	25,000	0	150,000
John Lyon's Charity	0	30,000	0	30,000
	0	0	0	0
	0	0	0	0

TOTAL:	125,000	55,000	0	180,000
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

TOTAL:	0	0	0	0
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Risk Finance	150,000	0	0	0
	0	0	0	0

TOTAL:	0	0	0	0
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Finance details

Please complete using your most recent audited or independently examined accounts.

Financial year ended:	Month:	Year:
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Income received from:	£
Voluntary income	0
Activities for generating funds	0
Investment income	0
Income from charitable activities	0
Other sources	0
Total Income:	0

Expenditure:	£
Charitable activities	0
Governance costs	0
Cost of generating funds	0
Other	0
Total Expenditure:	0
Net (deficit)/surplus:	0
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	0

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	0
Long-term liabilities	0
*Total Assets (A):	0

Reserves at year end	£
Restricted funds	0
Endowment Funds	0
Unrestricted funds	0
*Total Reserves (B):	0

*** Please note that total Assets (A) and Total Reserves (B) should be the same.**

Statutory funding

For your most recent financial year, what % of your income was from statutory sources? 0%
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Organisational changes

Describe any significant changes to your structure, financial position or core activities since the date of your most recent accounts:
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Until 1 April 2015, West London Zone was a project of Only Connect, and it features as a line item in Only Connect's account. The management accounts represents the cost of WLZ salaries only; all overhead costs including office space, IT, HR, and finance, were covered by Only Connect.

WLZ is recruiting new Trustees, and we anticipate adding three trustees by December 2015.

Previous funding received

Please list the funding received by your organisation from the following statutory sources during the last THREE years.

	2012 £	2013 £	2014 £
City of London (except City Bridge Trust)	0	0	0
London Local Authorities	0	0	0
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	0	0	0

Previous grants received

Please list the grants received by your organisation from charitable trusts and foundations (other than City Bridge Trust) during the last THREE years. List source, years and annual amounts. Please include the 5 largest only.

Name of Funder	2012 £	2013 £	2014 £
City of London, local authorities & councils	0	0	0
Central government departments -----	0	0	0
Other statutory bodies -----	0	0	0
Trusts and foundations -----	0	0	111,214
Corporations -----	0	0	0

Declaration

I confirm that, to the best of my knowledge, all the information I have provided in this application form is correct. I fully understand that City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Please confirm: Yes Full Name: **Caroline Sence**

Role within **Development Manager**
 Organisation: